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The Economic Development Administration's

Public Works Program

AN EVALUATION

Volume I: Summary of Findings and Survey Methodology

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Volume I:
Summary of Findings and Survey Methodology

U.S. DEPARTMENT OF COMMERCE
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July 1970

ABSTRACT

Since 1966, the Economic Development Administration has approved over 1700 public works projects. From January to May, 1970, an EDA task force used a mail/telephone survey methodology to evaluate the effectiveness of 125 completed public works projects. The projects were analyzed in terms of their process, job, structural, and service impacts on the community.

The results of this study indicate that EDA has been able to stimulate the economic development process in many depressed areas across the nation. EDA has saved or created 9,994 direct jobs and 3,708 indirect jobs as a result of the 125 projects. The average EDA investment per direct and indirect job was $1,708. Volume I presents a summary of the findings and a discussion of the survey methodology. Volume II presents the individual project reports.

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I. SUMMARY OF FINDINGS

A. Purpose of Present Study

Since 1965, the Economic Development Administration has expended 1.3 billion dollars to enhance the prospects for long-term prosperity of numerous depressed communities, counties and regions across the nation. Seventy-five percent of this amount has been for public works projects. This report evaluates 125 out of a total of 326 public works projects completed for one year or more.

There are three purposes for examining the EDA public works program. The first is to increase the impact of future EDA projects upon depressed communities. By noting characteristics of projects and communities which respond to EDA assistance, project selection guidelines can be established, and better future project selection should be possible. Second, the report will provide data on the public works program requested by the President in December, 1969 through the Bureau of the Budget. The third purpose is to provide data to the Assistant Secretary and other EDA officials for Congressional Hearings. With the report's findings, Congress will better be able to determine EDA's future role in depressed urban and rural areas of the country.

B. Highlights--Findings and Conclusions

- The EDA investment per job rapidly decreased as the number of years the project was completed increased. It appears that EDA public works projects continue to create many new job opportunities at least several years after completion.

- The EDA public works program has been, in general, successful in terms of process, job, structural, and service impacts.

- The economic development process has been significantly improved in many communities.

- The average EDA investment per direct job was $2,341.

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- The service impacts of EDA projects were high for water and sewer projects.

- EDA's job impacts in cities with populations under 1,000 and over 10,000 were substantially lower in terms of EDA investment per job than in other cities.

- As the EDA project cost increased, the EDA investment per direct job increased.

C. Recommendations

- EDA should continue to increase its efforts to stimulate the development-oriented attitudes, activities, and institutions of depressed communities. Such mobilization appears to be necessary to ensure long-term prosperity.

- Project applications from cities with populations under 1,000 and over 10,000 should be more carefully scrutinized. EDA investments have not been as effective in terms of job impacts in cities of these sizes. Further analyses will be conducted to determine the reasons for this occurrence.

D. Findings

This study examined the impacts of 71 water and sewer projects, 47 industrial/commercial projects, 3 educational facilities, 2 public buildings, and 2 tourism facilities. The total cost of these 125 projects was $37,745,000, of which $23,401,000 or 62 percent represented the EDA investment. The EDA investment includes both public works grants and loans. The findings have been arranged according to four evaluation criteria: the economic development process, job, structural, and service impacts. The projects are analyzed by project type, city size, project cost, area office, year completed, and Indian reservations.

Economic Development Process Evaluation

The economic development process consists of the mobilization of individuals to overcome institutional and attitudinal impediments to economic development within a community and to obtain outside public and private capital for the community. The process includes such factors as the level of activity of the local development corporation and the government's and bankers' attitudes toward the economic development of the community.

The results of the study indicate that development-oriented attitudes, activities, and institutions of many communities improved between the project application date and the evaluation period. Partially as a result of EDA, two-thirds of the communities experienced significant increases in local capabilities to promote and sustain long-term economic development.

Table 1: Economic Development Process

Process Grade	Definition*	Number of Projects
A, A-	Major improvement in community Major EDA influence	10
B+, B, B-	Significant improvement in community Significant EDA influence	72
C+, C, C-	Some improvement in community Some EDA influence	40
D+, D	No improvement in community No EDA influence	1
F	Decline	1
N.A.	Not applicable	1
		125

Median Grade: B (for all projects)

Job Impact Evaluation

Sixty-one percent of the projects evaluated had some direct job impact. A total of 9,994 direct jobs were saved or created as a result of the EDA projects, and another 3,708 local indirect jobs** were generated by the additional spending in the community. This meant that an average of 80 direct jobs and 30 indirect jobs have thus far resulted from each project. EDA's average investment was $187,288 per project evaluated, and the average EDA investment to save or create a direct job was $2,341. The average EDA investment per direct and indirect job was $1,708.

If these jobs were converted to $6,500-a-year job equivalents (the average manufacturing wage in 1968), 7,096 direct, and 2,633 indirect job equivalents resulted from the EDA projects. The average EDA investment was $3,298 per direct job equivalent and $2,405 per direct and indirect job equivalent. An additional 3,324 direct jobs are expected to be generated within the next two years by the investments.

Structural Impact Evaluation

The structural impact of the almost 10,000 direct jobs saved or created by EDA was significant. The significance of the impact is illustrated by the fact that fifty-eight percent of the jobs generated were stable, diversified the local economy, and provided employment opportunities for target populations.

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* The definitions presented here and in the following tables are intended to be suggestive only. For example, it is also possible for a project to receive a "B" grade if there have been major improvements in the community and some EDA influence.

** see page 29.

Table 2: Structural Impact

Structural Grade	Definition	Number of Projects
A, A-	Unusually stable employment Diversified economy	5
B+, B, B-	Stable employment Diversified economy Impact mostly on target population	36
C+, C, C-	Some structural improvements	18
D	Minimal structural improvements	12
N.A. or none	Not applicable	54
		125

Median Grade: B- (for projects with jobs saved or created)

Service Impact Evaluation

In interpreting the results of the evaluations of service impact, it should be noted that EDA legislation does not emphasize or encourage this kind of impact, except in those projects granted under the poverty clause. Thus, for most projects, any benefits that accrue in this area are generally by-products of primary goals.

There was wide variation between service impacts of different project types. Fifty-three of the 71 water and sewage projects provided a new or significantly improved service to either the community at large or to a substantial number of low-income residents. The other project types had relatively little service impact on the community.

Table 3: Service Impact

Service Grade	Definition	Number of Projects		
		Water & Sewer	Indus./Commercial	Other
A+	Significant new service to low-income residents	12	-	1
A	Significant new service to community	11	-	-
B+	Significantly improved service to low-income residents	12	3	1
B	Significantly improved service to community	18	2	-
C+	Some service to low-income residents	3	2	-
C	Some service to community	7	8	1
D+	Marginal service to low-income residents	1	-	-
D	Marginal service to community	4	8	2
None	No service to residents	3	24	2
		71	47	7

Median Grade: C+ (for all projects)

Analysis by Project Type

Because 94 percent of the projects evaluated were either water and sewer or industrial/commercial projects, and analysis of the other project types is not included here. While the average total project cost is similar for the two project types being compared, the average EDA cost per industrial/commercial project is $40,000 or almost 25 percent more than water and sewer projects. Although the average EDA investment per job is approximately $800 more for all industrial/commercial projects, the computation of a corrected average* reverses the relationship, showing the average EDA investment per direct job to be about $150 higher for water and sewer projects than for industrial/commercial projects. The $950 difference in the average EDA investment per job that occurs when the six projects are not included reflects the fact that three water and sewer projects account for 46 percent of the total number of direct jobs produced by the 71 water and sewer projects evaluated.

Comparison of median grades for the two project types show that the median process grades are the same. The industrial/commercial projects, which are more directly job-oriented than the water and sewer projects, have a higher median structural grade, while the water and sewer projects, which are more directly service-oriented, have a higher median service grade.

Table 4: Project Type

	Water & Sewer	Industrial/ Commercial
Total number of projects	71	47
Total project costs	$21,168,000	$13,836,000
Total EDA investment	$11,993,000	$9,804,000
Total number of direct jobs	6,179	3,614
Total number of indirect jobs	2,172	1,465
Average total project cost	$298,141	$294,383
Average EDA cost per project	$168,915	$208,596
Average EDA investment per direct job	$1,940	$2,713
Average EDA invest. per direct job (corrected aver.)	*$3,134	$2,986
Percent of projects generating jobs	55%	66%
Average number of direct jobs per project	87	76
Percent of projects generating 50 or more jobs	25%	49%
Average EDA investment per direct & indirect job	$1,436	$1,930
Median process grade	B	B
Median structural grade	C	B
Median service grade	B	No service

* corrected average = For both water and sewer projects and industrial/commercial projects, the 3 projects with the highest EDA investment per job and the 3 projects with the lowest EDA investment per job were not included.

Analysis by City Size

In general, the average EDA cost per project increased as the size of the city in which the investment was made increased. The exception was a decline in average EDA cost in cities over 10,000.

In cities with populations between 1,000 and 10,000, the average EDA investment per job was similar, but cities with populations under 1,000 and over 10,000 had a substantially higher EDA investment per job than the average for all the projects evaluated.

Table 5: City Size

City Size	Number of Projects	Average EDA Cost $ (000)	Median Process Grade	Average EDA Investment Per Job $
under 1,000	24	149	C+	5,022
1,000-2,500	31	172	B	2,758
2,501-5,000	29	181	B-	2,317
5,001-10,000	18	259	B	2,580
over 10,000	23	200	B	4,340
Total	125	187	B	2,341

Analysis by Project Cost

The EDA investment per direct job was only $846 for the 63 evaluated projects in which the EDA cost per project was under $100,000. This average investment per direct job increases in increments of less than $1,000 up to an EDA cost per project of $500,000. For projects with an average cost of $500,000 to $1,000,000 the EDA investment per direct job increases by over $10,000. From this limited sample, it appears that projects costing less than $500,000 may be more productive on the basis of EDA investment per direct job.

Table 6: Project Cost

EDA Cost per Project	Number of Projects	EDA Investment per Direct Job
Under $100,000	63	$846
$100,000-249,000	33	$1,837
$250,000-499,999	18	$2,669
$500,000-1,000,000	11	$12,824
Total	125	$2,341

Analysis by Area Office

Appendix B presents a summary of the results by area office. Since only four projects were evaluated in each of the North Eastern and Mid Atlantic area offices, and 11 projects in the Western area office, conclusions concerning these area offices must be deferred until a greater number of projects has been evaluated.

Table 7: Selected Area Offices

Area Office	No. of Projects	Average EDA Investment	Average No. Of Jobs	Average EDA Cost per Direct Job
Mid Eastern	21	$185,571	105	$1,767
North Central	26	$184,885	73	$2,530
South Eastern	22	$202,182	140	$1,443
South Western	37	$150,486	53	$2,848

Analysis by Year Project Completed

Six of the projects examined were completed in 1966, 33 in 1967, 70 in 1968, 11 in 1969, and 5 in 1970. With the exception of the six projects in 1966, the EDA investment per job rapidly decreased as the number of years the project was completed increased.

Table 8: Year Completed

Impact	All Years	1966	1967*	1968	1969	1970
No. of Projects	125	6	33	70	11	5
Median Process Grade	B	B	B	B-	B	B-
Average EDA Investment per Job	$2,341	$2,157	$715	$2,851	$4,512	$12,108
Median Structural Grade	B	B	C+	B-	B	B
Median Service Grade	C+	C	C+	B-	None	None

*To prevent a distortion of the data, an educational facility and a tourism project were not included in the impact data for 1967.

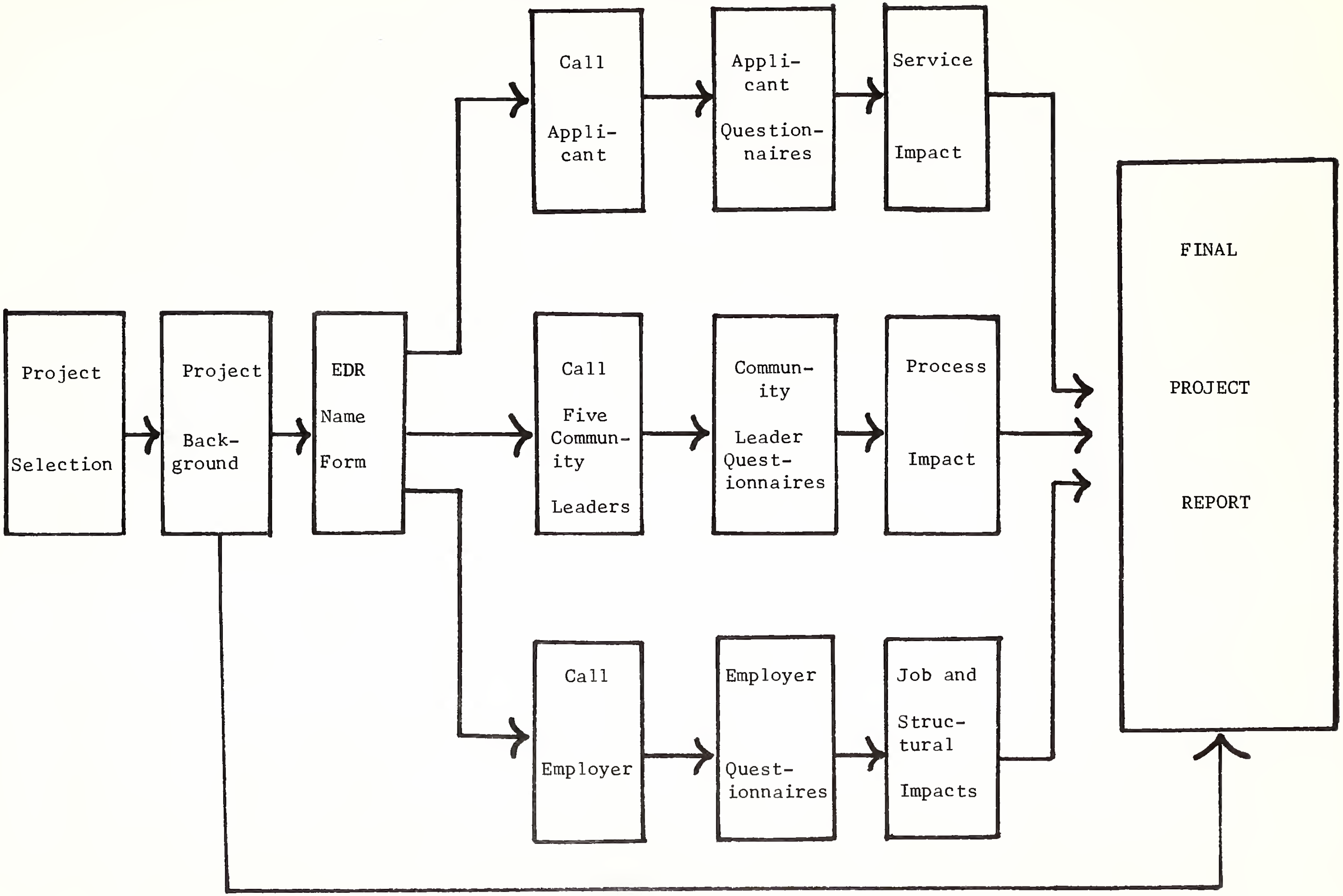
Analysis by Indian Reservation

Sixteen of the 125 projects evaluated benefited Indian reservations. Because of the small sample of Indian water and sewer projects (2) and public building projects (1), no comparison with non-Indian projects of the same type was attempted. Of the 13 Indian industrial/commercial projects evaluated, three were incomplete at the time of evaluation and were dropped from the sample used for a comparison with non-Indian industrial/commercial projects. The analysis showed median process, structural and service grades to be the same. While average total project cost was similar, the average EDA investment per project was almost $100,000 higher for Indian industrial/commercial projects, and the average number of non-Indian projects was more than twice that of Indian projects. Thus, the average EDA investment per direct job was substantially higher for Indian industrial/commercial projects. However, this difference can be largely attributed to the fact that on Indian reservations the Agency has contributed an average of 95 percent of the project cost, while the average public works contribution has been 67 percent of the total. Also this may be due to the fact that of the 10 Indian projects six were completed in 1969 and two in 1970. Future analysis should show whether these projects have reached their job-generating capacities.

Table 9: Indian Reservations

	Indian Industrial/ Commercial Projects	Non-Indian Industrial/ Commercial Projects
Total number of projects	10	34
Total project cost	$2,801,000	10,017.000
Total EDA investment	$2,736,000	$6,108,000
Total number of direct jobs	430	3,184
Average number of direct jobs per project	43	94
Total number of indirect jobs	160	1,305
Average total project cost	$280,100	$294,618
Average EDA investment per project	$273,600	$179,647
Average EDA investment per direct job	$6,363	$1,918
Average EDA investment per direct and indirect job	$4,637	$1,361
Median process grade	B	B
Median structural grade	B	B
Median service grade	No service	No service

FLOW DIAGRAM: PROCEDURE FOR EVALUATION



II. SUMMARY OF SURVEY METHODOLOGY EMPLOYED*

In January, 1970, the Program Analysis Division of the Economic Development Administration initiated an effort to evaluate 125 public works projects using a mail/telephone methodology. A summary description of the procedures and criteria used by the EDA in-house team follows.

As of January 1, the construction of 326 EDA public works projects had been completed for at least one year. These 326 projects and 8 completed industrial parks on Indian reservations served as a base from which 153 projects were selected to be evaluated with the mail/telephone methodology.

Background information on each project was gathered from the EDA public works files. A letter was sent to all Economic Development Representatives (EDR's) asking their assistance in the evaluation effort. Enclosed with the letter was a form with the project number and applicant name for each project to be evaluated in the EDR's area by the Program Analysis Division. The form requested the names, organizations, addresses, and telephone numbers of the applicant representative and five other community leaders.

When the completed form was received from the EDR each applicant representative and community leader was called by a member of the evaluation team. They were told that EDA was conducting a survey of its public works program, and the EDA project in their town was being evaluated. Upon receiving their consent in the effort, a letter from the Assistant Secretary and one of the twelve questionnaires were sent to them. Enclosed with the questionnaire was a brief description of the project.

The returned Applicant Questionnaire and the project background provided a list of industrial and commercial establishments that were thought to have retained, increased, or created jobs as a result of the EDA project. The manager of each of these firms was called and informed of EDA's public works evaluation effort. If he agreed to assist in the effort, the manager was sent a letter from the Assistant Secretary, a description of the EDA project, and an Employer Questionnaire.

About 50 percent of the Applicant, Community Leader, and Employer Questionnaires were returned to the Program Analysis Division within two weeks after they were mailed. Any individual who did not return his questionnaire during this time period was again called and encouraged to mail it as soon as possible.

When all the questionnaires concerning a given project were received, the information was incorporated into an individual project report format. Time constraints forced the evaluators to conclude the study when 125 project reports had been completed. The report format was divided into five sections: project background, economic development process, job impact, structural impact and service impact. The last four sections are the four basic criteria by which the effectiveness of each public works project was measured.

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* For a detailed description of the methodology see section IV.

A. Project Background

The project background information was gathered from the public works files and Information System narratives in Washington on each project. City and county data along with descriptions of the project and its anticipated economic impact served as a means of familiarizing the evaluator with the project and the social and economic characteristics of the area.

B. Economic Development Process

Although "job creation" has served as the major indicator of EDA's success in the past, it has been placed second to the economic development process on the list of evaluation criteria in this study. This is not to say that the number of jobs saved or created by an EDA project is unimportant. New jobs are definitely necessary to the prosperity of the economy of a depressed community, and the communities in which EDA works are, by their very nature, below their economic potential. Yet while additional jobs in a community may greatly benefit the particular individuals who fill the positions, a substantial number of people in the depressed community remain unemployed or underemployed. To permanently alleviate this condition, the community must continue to mobilize its resources and promote economic development. This longer run desire to provide economic benefits to all the residents of the community can only be fulfilled by activating an economic development process. For this reason, the immediate jobs that are saved or created as the result of the EDA project are considered the second most important impact of the Economic Development Administration.

The ability of a community to realize its full economic potential and sustain long-term development is, to a large extent, dependent on intangible human forces at work within that community. These forces are subsumed under a rather general term, "economic development process." Fundamentally, the economic development process refers to the efforts of the community on its own behalf to achieve its economic potential. It requires a perception of the need for a major development effort in order to achieve this potential and the community institutions and perseverance to sustain the effort. The economic development process tends to precede and stimulate visible economic development.

Representatives of five local institutions were each sent a Community Leader Questionnaire. The evaluation that resulted from the five questionnaires examined two separate but related aspects of the process. The first analysis measured the dynamic changes that had occurred in the attitudes and institutions of the community since the date of the EDA application. By examining factors such as local planning, community participation in development activities and public facilities, the extent of change in the economic development process was determined. The second analysis was concerned with the degree of influence the EDA project had on the economic development of the area. These two aspects of the process were combined to determine an overall economic development process letter grade for the project.

C. Job Impact

The Public Works and Economic Devlopment Act of 1965 expresses the need "to alleviate conditions of substantial and persistent unemployment and underemployment in economically distressed areas and regions." The most direct way to do this is to create new jobs in the communities by encouraging the expansion and location of private enterprise. If the residents of the depressed areas are given the opportunity to work in industrial or commercial establishments, a direct result will be higher income and lower unemployment rate.

The completed Employer Questionnaire, the project background, and other sources were closely examined by the evaluator to determine whether jobs were saved or created because of the EDA project. This analysis of the direct job impact, the computation of EDA's investment per direct job, the number of direct and indirect job equivalents, the number of possible future jobs, and the EDA investment per direct and indirect job equivalents constitute the job impact criterion.

D. Structural Impact

In order to achieve lasting social and economic improvements stable and diversified local economies must be established, and low-income residents must be employed. Some firms that locate in depressed areas bring new industrial diversification, employment stablitiy, and jobs for the unemployed of the community. In other cases, the location of an industry adds little to the community's industrial mix or stability and does not directly benefit the area's low-income families.

The returned Employer Questionnaire and the project background information were used to examine the structural impact of the jobs that were saved or created as a result of the EDA project. Seven factors were considered in determining the structural impact letter grade for each EDA project:

- percentage of employees living in an EDA designated area;
- percentage of employees who are heads of households;
- percent increase from previous weekly income;
- percentage of workers previously unemployed;
- contribution to employment diversification;
- percent of product exported outside of the area; and
- stability of employment.

The structural impact criterion evaluates the quality of the direct jobs created and the degree to which previously unemployed and underemployed residents have benefited from these jobs.

E. Service Impact

In addition to enhancing the development process and creating jobs, many public works projects improve the physical conditions and public services of the community. For example, when water and sewer lines are extended to a firm, many residents may receive new or significantly improved water and sewer service. With the construction of an access road to an industrial park, employees and residents, in addition to the businesses, may benefit from the project. The purpose of the service impact criterion is to identify the extent to which the project provided a new or improved public service to low-income residents or the community at large.

Information was collected from the project background, the Applicant Questionnaire, and Community Leader Questionnaires to determine a service impact letter grade. The grade was based on the total number of residents being served, the percent of the project output received by poor households, the improvement of the quality of existing service to the community, the provision of new service to the community, and the effects of the EDA project on pollution in the area.

III. BACKGROUND

A. Economic Development Administration

The passage of the Public Works and Economic Development Act of 1965 reflected a growing concern in the United States about areas not sharing in the overall economic prosperity of the nation.

Many regions, counties, and communities were suffering from substantial and persistent unemployment and underemployment which caused unnecessary hardship and waste of invaluable human resources.

Distressed areas were characterized by out-migration of young people, low family income, high unemployment, inadequate public facilities, a general reluctance to invest in local businesses, and a lack of public infrastructure such as roads and water and sewer systems. With little opportunities for economic or social progress, the areas have continued to decline.

In order to help depressed areas build stable, diversified, and viable local economies that would assure self-sustaining growth and development, a comprehensive program was needed. The Economic Development Administration (EDA) was created to help these distressed regions, counties, and communities across the nation. By providing grants for economic planning, public works and development facilities, and other financial assistance, EDA was to assist in alleviating the conditions of substantial and persistent unemployment and underemployment.

Since 1965, the Economic Development Administration has expended 1.3 billion dollars to operate its programs. With the use of various economic development tools, EDA has stimulated local initiative to design and implement community development in order to create a climate conducive to the location and expansion of private enterprise in the area. The encouragement of industrial development and local interest by EDA has enhanced the prospects for the long-term domestic prosperity of numerous depressed areas.

B. Public Works Program

EDA's major tool for the broad effort of economic development is the public works program. Seventy-five percent of EDA expenditures have been for public works projects. Titles I and II of the Act authorize direct grants and loans for "the acquisition or development of land and improvements for public works, public service or development facility usage and the acquisition, construction, rehabilitation, alteration, expansion or improvement of such facilities." Eligible projects in EDA designated areas may receive EDA grants of at least 50% of the total project cost and up to 80% in severly depressed areas. In addition, public facility loans may cover all or part of the remainder of the total project costs.

The function of an EDA public works project is to provide or improve public facilities and services in an area. The project may furnish water and sewer systems, industrial and commercial provisions, access roads, public buildings, or tourism, health, or educational facilities. By improving the community's infrastructure, industry can be encouraged to locate or expand, resulting in new jobs and increased income for the area.

The Office of Public Works realizes that the stimulation of long-term economic development is a complex process and entails more than the funding of isolated projects. If economic development is to continue, adequate public infrastructure must be provided, other public facilities must be improved, and community attitudes and institutions must change.

The application procedure used by the Office of Public Works for developing and processing project applications directly relates public works projects to the broader program of economic development, thus extending the impact of the project far beyond the direct jobs created. The primary objective of the application procedure is to stimulate and enhance the economic development process in depressed communities.

When a project is suggested by a potential applicant, EDA's field coordinator, the Economic Development Representative (EDR), assists him to develop the idea. Two profile forms are requested from the applicant. One profile form describes the type of proposed facility, its estimated costs, and the extent of direct job impact. The other is an Economic Development Process Profile Form that describes the degree of local planning and participation, the public facilities needed, the types of local institutions, and the attitudes of various sectors of the community. Throughout the course of developing the proposal and profile forms, EDA focuses on the relationship between the potential project and the economic development of the community.

The profile forms are sent to the Area Office and to the Office of Public Works in Washington. If the project is deemed worth considering, a pre-application conference is scheduled. If the project lacks potential or fails to concur with established priorities, the applicant is immediately notified of the decision. Although EDA may not assist the community with a direct grant or loan, the EDR will continue to help the community with its economic planning and activity.

The pre-application conference is attended by the applicant, community leaders, and EDA personnel. The conference focuses on certain local attitudes and institutions that EDA believes contribute to the economic development process and therefore long-term economic development of the community. At the application conference, EDA encourages the stimulation of any attitude or the creation of any institution that is needed to create an active economic development process. The conference also serves to introduce the potential applicant to the technical aspects of submitting an acceptable application.

When the application form is complete, it is sent to the area office. Forty-five days following the submission of the application, the applicant is required to submit a letter to EDA describing the progress made in the community in fostering the economic development process. The application and the progress letter serve as the basis for approval or rejection of the project. Regardless of the final decision, the EDR remains active in promoting the economic development of the community.

IV. SURVEY METHODOLOGY

A. Survey Technique

1. Evolution of Present Methodology

In May, 1969, an outside consulting firm, EBS Management Consultants, Incorporated, (now Boise Cascade Center For Community Development), Washington, D. C., submitted "A Methodology for Evaluation of the Economic Development Administration's Public Works Program." This methodology represented the beginning of an intensive effort by the Program Analysis Division of EDA and by EBS Management to evaluate the public works program of the Economic Development Administration.

The EBS methodology was a field survey methodology that used eleven different types of questionnaires or interview guides, and evaluated each public works project in terms of six types of impact: service, direct jobs, indirect jobs, structural, economic performance and economic development process. The evaluation methodology was tested on four projects to determine the availability of the required data.

This methodology was subsequently tested on a pilot study of 24 EDA projects selected on a random basis by EDA. After a preliminary training and organizational period, field visits were conducted from the middle of July, 1969, to the first week of September by four staff members of EBS Management Consultants. Upon their return to Washington, the evaluators prepared individual project reports, and recommended some minor changes in the methodology.

The EDA investment in the development of the methodology and the total cost of evaluating the 24 projects was $55,000 which was slightly less than $2,300 per project evaluated. One man-week was required to evaluate each project. However, EBS estimated that they could reduce the cost of evaluating each project to an average of about $1,500.

In September, personnel in the Program Analysis Division closely examined the EBS methodology, and decided that the methodology could be converted to a mail/telephone survey and administered by an in-house EDA evaluation team. Keeping the basic impact criteria, the Program Analysis Division designed letters, new questionnaires, and evaluation formats to analyze public works projects with a mail/telephone methodology.

When the drafts of the letters, questionnaires, and formats were written, they were distributed to various offices of EDA. Many constructive changes in the methodology were suggested and incorporated. This procedure to improve the methodology and questionnaires was repeated several times.

In November, the Program Analysis Division submitted a proposal to the Bureau of the Budget requesting approval to evaluate public works projects with the in-house mail/telephone methodology. Before granting approval, BOB personnel provided many improvements in the content and arrangement of the questionnaires. A field test of the questionnaires in two communities and suggestions by the EDA Southwest Area Office staff further refined the methodology.

In December, a Presidential request for an extensive evaluation and analysis of EDA forced the Program Analysis Division to more than double the effort to evaluate the public works program. EBS Management Consultants was contracted for $149,000 to evaluate 125 projects, and the in-house methodology was expanded to cover another 125 projects.

2. Comparison of Field Survey with the Mail/Telephone Methodology

Both the field methodology and the mail/telephone methodology are experimental in nature. The in-house study is particularly novel as a first attempt by the agency to use such techniques. The field methodology used by EBS to evaluate 125 public works projects was done at a cost to EDA of almost $1,200 per project. Two to three man-days were needed to examine each project in the field and one to two man-days per project were used to analyze the data and write the report. When travel time is taken into account, an average of one-man-week was necessary to evaluate each project.

The mail/telephone methodology implemented by the Program Analysis Division of the Economic Development Administration was administered at a cost of under $200 per project. Fifty-five man-weeks were needed to evaluate the 125 public works projects. This is a little less than one-half a man-week per project evaluation.

The mail/telephone methodology, administered by an in-house evaluation team, had several disadvantages compared with the field methodology. By inspecting the project site and having face-to-face interviews with employers and community leaders, the field evaluator is better able to "feel" and understand the impacts of the public works project. Informal, unstructured meetings with the local leaders can be extremely productive, and produce many insights into EDA's influence on the community's economic development. The mail/telephone methodology does not involve this face-to-face contact, and therefore limits the evaluator's ability to understand the project's complete impact on the community. Also, a question concerning conflict of interest might be posed about the EDA evaluation team, while the consulting firm is apt to be more objective.

Although several disadvantages exist, a mail/telephone survey by an EDA evaluation team has two major advantages. One major advantage is the reduced costs to EDA. The cost of the evaluation of 125 projects by EBS Management Consultants was six times as great as the cost of the evaluation by the Program Analysis Division. Another major advantage is the fact that EDA personnel were directly involved in the evaluation effort. By conducting an in-house study, the EDA evaluation team and other Agency officials had to closely examine the positive and negative aspects of the public works program. These individuals have acquired a personal awareness of the problems of the program. Because of their daily contact with EDA executive and operating officials, this study will have a greater impact on future project selection than an evaluation effort by outside consultants.

The measurement of the EDA public works program in terms of process, job, structural and service impacts has been sufficiently accurate with both the field survey and the mail/telephone methodologies. Each survey has distinct advantages and disadvantages. The field survey allows for personal interviews with the applicant, community leaders, and employers, but at a cost of $1,200 per project. The mail/telephone methodology is much less expensive and directly involves EDA personnel, but may lack the "insights" into a project that can be obtained from field observations and interviews. However, if cost is a significant factor, the mail/telephone methodology is recommended for future evaluation efforts.

B. Procedures

The procedure for completing the mail/telephone methodology can be separated into five steps :

- Select projects to be evaluated
- Complete background information
- Obtain applicant's and community leader's names
- Contact applicant and community leaders
- Contact employers

1. Select Projects to be Evaluated:

When the evaluation effort began in January 1970, almost 1700 EDA public works projects had been approved, and the construction was completed on 600 of the projects. The construction of 326 of these public works projects had been completed for one year or more.

The evaluation efforts by EBS and the Program Analysis Division focused on the public works projects that had been completed for at least one year. These projects were selected to assure that enough time had been allowed for the facilities to begin to have an impact on the communities. A list of the 326 projects was obtained from EDA's Information System. Twenty-four of these projects already had been evaluated by EBS and were taken off the list. Another 32 projects were eliminated if they were carry-overs from ARA or combined with other completed projects if they were overruns or closely related projects. A list of 270 completed projects remained. EBS was to evaluate 125 projects and the other 145 projects were to serve as the basis for the evaluation by the Program Analysis Division. In order to assure that both studies would contain similar percentages of Indian industrial parks, industrial parks, and other types of EDA projects, the following selection procedure was used.

The 270 projects that had been completed for at least one year were divided into three lists: industrial parks on Indian reservations, non-Indian industrial parks, and other EDA projects. Since EBS was to administer the field survey methodology, the twenty projects with the highest EDA investment were selected for EBS. Five Indian reservations and thirty non-Indian industrial parks were then randomly selected from the first two lists and given to EBS. From the list of non-industrial park investments, seventy projects were randomly selected for EBS.

After this selection procedure was completed, 145 projects and 8 additional completed Indian industrial parks became the basis for this study.

2. Complete Background Information

Information was gathered from the public works files and Information System narratives in Washington on each project and transferred to the Project Background Format*1, that served as the means of familiarizing the evaluator with the project.

3. Obtain Applicant's and Community Leaders' Names

In January, a letter*2 was prepared and sent to all Economic Development Representatives asking their assistance with the evaluation effort. A form*3 with the project number and applicant name was enclosed for each project that was being evaluated in the EDR's area by the Program Analysis Division. The form asked the EDR to list the name, organization, address and phone number of the applicant representative and five other community leaders, and to return it to the Program Analysis Division as soon as possible.

*1 see page C-1
*2 see page C-2
*3 see page C-3

Using the completed Background Information Formats, the Program Analysis Division wrote a 4-7 sentence description of each project being evaluated. These descriptions included the EDA project number, the name of the applicant, the application date, and a brief physical account of the project.

4. Contact Applicant and Community Leaders

Upon receiving the completed name list form from the EDR, the applicant representatives and community leaders were called on the phone by a member of the Program Analysis Division. They were told that EDA was conducting a survey of its public works program, and that the EDA project in their town was being evaluated. The project description was read to them and any questions or comments about the project, the survey, or EDA were discussed. They were then asked if they would be willing to complete a questionnaire regarding the community and the impact of the project. In most cases, consent was given.

Immediately after the applicant representative was called, a letter[*4] from the Assistant Secretary expressing the importance of the study was sent to him. Enclosed with the letter was a 4-7 sentence description of the project and one of seven EDA Applicant Questionnaires[*5], depending on the type of public works project that was being evaluated (water and sewer, industrial/commercial park, etc.).

After each of the five community leaders was called, a letter[*6] from the Assistant Secretary and a description of the project were sent. Enclosed with the letter was the appropriate Community Leader Questionnaire[*7] (Local Development Corporation, News Media, etc.).

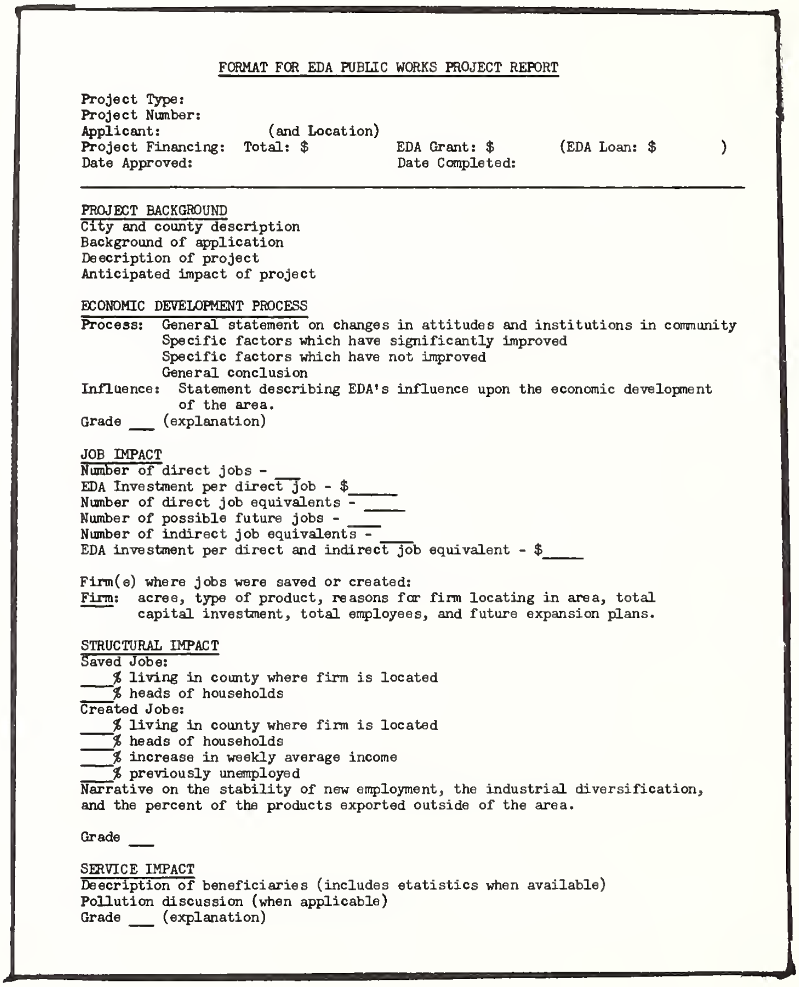
5. Contact Employers

The returned Applicant Questionnaire and the Project Background Format provided a list of industrial and commercial establishments that retained, increased, or created jobs as a result of the EDA project. Using this list, members of the Program Analysis Division called the manager of each of these firms and explained EDA's public works evaluation effort. If he consented, the manager was sent a letter[*8] from the Assistant Secretary, a description of the EDA project, and an Employer Questionnaire[*9].

About fifty percent of the Applicant, Community Leader, and Employer Questionnaires were returned to the Program Analysis Division within two weeks after they were mailed. Any individual who did not return his questionnaire during this time period was again called and encouraged to mail it as soon as possible.

[*4] see page C-4
[*5] see pages C-5 to C-13
[*6] see page C-14
[*7] see pages C-15 to C-24
[*8] see page C-25
[*9] see pages C-26 to C-27

When all the questionnaires concerning a given project were received, the information was incorporated into an individual project report. After 125 project reports were written, this study was concluded. The Format for EDA Public Works Project Reports is divided into five sections: project background, economic development process, job impact, structural impact and service impact. A thorough explanation of each of the sections is contained in "Criteria for Evaluation."



FORMAT FOR EDA PUBLIC WORKS PROJECT REPORT

Project Type:
Project Number:
Applicant: (and Location)
Project Financing: Total: $ EDA Grant: $ (EDA Loan: $)
Date Approved: Date Completed:

PROJECT BACKGROUND

City and county description
Background of application
Description of project
Anticipated impact of project

ECONOMIC DEVELOPMENT PROCESS

Process: General statement on changes in attitudes and institutions in community
Specific factors which have significantly improved
Specific factors which have not improved
General conclusion
Influence: Statement describing EDA's influence upon the economic development of the area.
Grade ___ (explanation)

JOB IMPACT

Number of direct jobs - ___
EDA Investment per direct job - $_____
Number of direct job equivalents - _____
Number of possible future jobs - ____
Number of indirect job equivalents - ____
EDA investment per direct and indirect job equivalent - $_____

Firm(s) where jobs were saved or created:
Firm: acres, type of product, reasons for firm locating in area, total capital investment, total employees, and future expansion plans.

STRUCTURAL IMPACT

Saved Jobs:
____% living in county where firm is located
____% heads of households
Created Jobs:
____% living in county where firm is located
____% heads of households
____% increase in weekly average income
____% previously unemployed
Narrative on the stability of new employment, the industrial diversification, and the percent of the products exported outside of the area.

Grade ___

SERVICE IMPACT

Description of beneficiaries (includes statistics when available)
Pollution discussion (when applicable)
Grade ___ (explanation)

C. Criteria for Evaluation

1. Problems

Several problems arise when the impact of an EDA public works project is being evaluated. The first problem is the standardization of criteria across various types of public works projects. The Economic Development Administration funds seven basic types of public works projects: water and sewer systems, industrial/commercial provisions, streets and roads, public buildings, and tourism, educational, and health facilities. EDA investments range from a sewage treatment plant to a seafood research laboratory, from an industrial park to a Shakespearean theatre. In order to permit cross-project comparisons, impact criteria that were applicable to most or all EDA public works projects had to be designed.

The second problem is attribution. The development of any community entails many kinds of economic, social, and psychological changes. Infrastructure must be built, community attitudes and institutions must be stimulated, and public and private investment must be secured. The economic development of a community is a highly complex and involved process. Since a public facility may influence many segments of a community, criteria that would isolate the direct and indirect impacts of a public works project had to be established.

The third problem which arises is measurement. Even though standard criteria that isolate EDA influence are developed, other qualitative guidelines and quantitative units must be determined if an absolute and relative evaluation of the project is to be done. Comparable units of measurements had to be established to provide a basis for an analysis of the public works program.

Detailed descriptions of the four criteria used in this study to evaluate EDA public works projects follow. These criteria in general have overcome the problems of standardization, attribution and measurement. While the individual criterion alone cannot be used to evaluate a project, the four criteria together can serve to present an adequate overall picture of EDA's impacts on various communities across the nation.

2. Economic Development Process

Discussion*10

The economic development process is usually associated with a few key individuals, the development-oriented activities, organizations and broad-base support of the community. The development process may be viewed as a process of entrepreneurship and promotion: entrepreneurship

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*10 see "Economic Development and the Economic Development Process in the Small Community," MATHEMATICA, July 1970.

in the sense of combining the inherent capabilities of the community in new and previously unexploited ways, and promotion in the sense that the established and newly created advantages of the community must be promoted elsewhere if outsiders are to invest substantially in the community. The process thus consists of these intangible elements which put a community on the path to economic development.

Sources of Data

The economic development process involves dynamic changes in community attitudes, activities, and institutions. In order to measure the changes that had occurred in a community between the project application date and the evaluation period, representatives from five different community organizations were sent a letter from the Assistant Secretary, a description of the project, and a Community Leader Questionnaire. The five different organizations were the local development corporation, the local government, a lending institution, a poor or minority group, and the news media. The individuals from these organizations were believed to be representative of almost all segments of the communities.

Areas of Evaluation

There are three separate but related areas of evaluation of the process. The first measures the dynamic changes that had occurred in the attitudes, activities, and institutions in the community since the date of the EDA application. The second area of evaluation measures the impact the EDA project has had upon the economic development of the community. The third area combines these two aspects of the process into an overall development process letter grade.

Changes in the Community - Eleven factors were considered by the Office of Public Works and Program Analysis Division as the best measures of the dynamic changes that had occurred in the attitudes and institutions of the community since the date of the EDA project application.

The presence of an improving development process was measured by an increase in the following factors:

- Local government's attitude toward the community's economic development
- Local planning for the physical development of the area
- Activity of lending institutions in development financing
- Activity of the OEDP group
- Activity of the local development organization

- Number of other State and Federal programs in the community
- Area's participation in the district program
- Public facilities
- Willingness of local citizens to finance improvements
- Support of community development efforts by community groups
- Local leadership's concern for poor and minority groups

Because the factors involved many aspects of community development, a separate Community Leader Questionnaire was designed for the representative of each of the five community organizations. By asking each representative questions only about the five, six, or seven factors about which he would probably be most knowledgeable, a more accurate measurement of the changes was made. After receiving the five questionnaires, the degree of change in each factor was examined. Any factors that decreased, remained the same, or greatly improved, were included in the project report.

EDA Influence - Question #2 on the five questionnaires asked, "To what degree has the EDA project influenced the economic development of the area?" The responses to this question were compiled to determine the impact of the EDA project.

Letter Grade - Once the questionnaires were received from the five community leaders, the responses from the individual questions were assigned a numerical value.

Response	Meaning	Value Assigned
"a"	less favorable decreased deteriorated less extensive less active	1
"b"	remained the same	2
"c"	somewhat more favorable somewhat more extensive somewhat improved somewhat more active increased somewhat	3
"d"	much more favorable much more extensive greatly improved much more active increased greatly	4

Response	Meaning	Value Assigned
"e"	do not know did not & does not exist	Not included
"f"	do not know	Not included

The value for each response was then transferred to the Process Table which appears below. For example, if the representative from the local development corporation (Community Leader Questionnaire ED400A) said that between the application date and the evaluation period, the government's attitude toward the community's economic development became somewhat more favorable, "3" would be entered in the square on row CL 1, column #4. This was repeated for all 31 squares in the table.

Quest. #	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10
CL 1				A)	B)	C)	D)	E)	F)	G)
CL 2				B)	H)	I)	J)	F)	G)	—
CL 3				A)	C)	E)	J)	F)	—	—
CL 4				A)	D)	H)	I)	J)	F)	K)
CL 5				A)	B)	H)	I)	E)	J)	—

Average ________ Average ________

A- local government's attitude toward the community's development
B- local planning
C- lending institutions
D- OEDP group
E- development organization
F- number of State and Federal programs
G- area's participation in the district program
H- public facilities
I- willingness of local citizens to finance improvements
J- support of community development efforts by community groups
K- local leadership's concern for poor and minority groups

Question #2- what degree EDA project influenced the economic development of the area

When the table was completed, all the numbers in squares with the letter "A" were totaled. In order to weight these responses to the local government's attitude as if five leaders had replied, the total of the four square were multiplied by 5/4. This weighted total was recorded. Next, all the numbers in the "B" squares were totaled. Since this question on local planning only appears three times, the total was multiplied by 5/3. The weighted total was recorded. This was continued until there was a weighted total for each of the eleven factors (i.e., letters "A" - "K"). These eleven weighted totals were then added together and divided by 55. Fifty-five is the number of responses that would have been received if the five community leaders were asked all eleven questions about the process.

This final calculation represented the average change which occurred in all eleven of the economic development process factors, and was recorded after the word "Average __" on the right side of the table.

The next step was to assign a numerical value to the response to question #2 (EDA's influence on economic development in the community) on the five questionnaires. The following table was used.

Response	Degree of EDA Influence	Value Assigned
"a"	no influence	0
"b"	little influence	1
"c"	a factor	2
"d"	a significant factor	3
"e"	a major reason	4

The value for each response was totaled and divided by five to determine the average for the project's influence on economic development in the community. This number was recorded after the word "Average __" on the left side of the Process Table.

The final step was to determine the letter grade. The average of the changes in the eleven factors was multiplied by two in order to emphasize its significance in the process letter grade. The doubled average was added to the EDA influence average and the total was divided by three to determine an overall process average. The Economic Development Process grade scale, which follows, was then used to determine the overall process letter grade. This grade and a brief qualitative description of it appear at the end of the Economic Development Process analysis on each project report.

Economic Development Process
Grade Scale

$3.8 < A \leq 4.$

$3.6 < A- \leq 3.8$

$3.4 < B+ \leq 3.6$

$3.1 < B \leq 3.4$

$2.9 < B- \leq 3.1$

$2.6 < C+ \leq 2.9$

$2.2 < C \leq 2.6$

$1.9 < C- \leq 2.2$

$1.6 < D+ \leq 1.9$

$1.3 < D \leq 1.6$

$1. < F \leq 1.3$

3. Job Impact

Discussion

During the past four-and-a-half years, the number of jobs saved or created as a result of a public works project has been the major criterion by which the impact of EDA has been measured. Three basic reasons explain the predominance of the job impact criterion in past EDA evaluations. The first reason is the distinct relationship between direct new jobs for a community and the elimination of unemployment. The second reason is the applicability of the criterion across various types of projects. Regardless of whether a water and sewer facility, an industrial park or a public building has been built, some jobs usually result from the EDA project. The third reason for the popularity of the job impact criterion is the ease with which a job can be isolated and counted.

Sources of Data

The public works project file and the completed Applicant Questionnaire contain, in most cases, a list of commercial and/or industrial establishments that were thought to have directly benefited from the EDA project. Using both of these lists, the employer was called, and a letter from the Assistant Secretary, an Employer Questionnaire, and a description of the EDA project were sent to each firm. After the Program Analysis Division received the completed questionnaire, the evaluator closely examined any notes from the telephone conversation with the employer, the Employer Questionnaire, the project background, and any other sources, such as the Applicant or Community Leader Questionnaires, that may have had information concerning the firm.

Areas of Evaluation

The job impact criterion was divided into seven areas of analysis. A description of each of the areas follows.

Number of direct jobs - When all the sources were considered, the evaluator determined for each firm whether the EDA project was necessary to save or create some or all of the jobs in the firm. If the EDA project was indeed necessary, the number of saved or created jobs was included in the project report. If the evaluator determined that the jobs would have been saved or created regardless of EDA's assistance, no entry was made.

EDA investment per direct job - The total number of jobs saved or created by the public works project was divided into EDA's total grant and loan investment to determine the EDA investment per direct job.

Number of direct job equivalents - Once the number of direct saved or created jobs was determined, the total annual payroll of all these jobs was computed. The total annual payroll was divided by $6,500, the approximate average annual wage received in manufacturing in 1968. This computation represented direct job equivalents, a measure that compensated for differences in wage scales and seasonality of the jobs which were generated by EDA. The job equivalent concept enabled better comparisons across various EDA projects.

Number of possible future jobs - Since most of the public works projects being evaluated have been completed for less than three years, there has not been enough time to measure the total job impact the project will have on the community. In many instances, firms have made definite plans to locate or expand in the community as a result of the EDA project, but these firms have not had time to build the new or additional industrial facilities. If a firm has committed itself to expansion or location in the near future, the number of jobs created as a result of the EDA project have been included in this area of analysis. In other cases, firms have long-range location or expansion plans, but these potential future jobs have not been included in the evaluation.

Number of indirect job equivalents - When jobs are created in a community, the increased spending by the new employees generates other jobs within the local economy. In order to determine the exact indirect job multiplier effect, an in-depth study has to be made on the expenditure patterns of the residents and businesses in the area.

A less accurate but logical method for determining the indirect job multiplier is the technique developed by Edward L. Ullman and Michael F. Dacey in the article, "The Minimum Requirements Approach to the Urban Economic Base," published in "Proceedings of the 1960 IGU Symposium" in

Luid, Sweden. Ullman and Dacey calculated that as the city size became larger, a greater percent of the labor force was necessary to provide goods and services for internal consumption. From their study, the number of indirect jobs generated as the result of a direct job can be calculated. The results can be expressed as follows:

Population of Area	Number of Indirect Jobs Per Direct Jobs
over 1,000,000	1.3
800,000 to 1,000,000	1.2
300,000 to 800,000	1.0
100,000 to 300,000	0.8
25,000 to 100,000	0.7
15,000 to 25,000	0.6
10,000 to 15,000	0.5
5,000 to 10,000	0.4
under 5,000	0.3

These indirect/direct job ratios have been applied to EDA direct job equivalents, resulting in an analysis of the number of indirect job equivalents.

EDA investment per direct and indirect job equivalent - The number of direct job equivalents and the number of indirect job equivalents were added together. This figure was divided into total EDA grant and loan investment. The result showed the EDA cost for creating a direct and indirect job equivalent.

Firm(s) where jobs were saved or created - The final area of evaluation is a description of the characteristics of each firm where direct jobs were saved or created as a result of the EDA project. The description included the size, type of product, reasons for location, total capital investment, total number of employees, and future expansion plans of these firms.

4. Structural Impact

Discussion

In order to achieve lasting social and economic improvement, stable and diversified local economies must be established, and the low-income residents must be employed. While the job impact criterion measures the quantity of jobs saved or created, the structural impact criterion measures the quality of jobs saved or created. Structural impact is concerned with the kind of job that is generated by an EDA project.

Sources of Data

The project background and the Employer Questionnaire were used to examine the structural impact of the jobs saved or created as a result of the EDA project. The project background contained information on the types of industries already in the area, and served as the basis for determining whether the firm diversified the local economy. The Employer Questionnaire supplied data on the employees, the percent of the firm's final output exported outside of the area and the type of goods produced by the firm.

Areas of Evaluation

Seven areas of evaluation were used to describe and determine a letter grade for the structural impact criterion. The following scales were used to calculate a structural impact letter grade:

Percentage of employees living in an EDA designated area (saved and created jobs):

Percent in Designated Area	Value Assigned
80 - 100%	4
60 - 79%	3
40 - 59%	2
15 - 39%	1
0 - 14%	0

Percentage of employees who are heads of households (saved and created jobs):

Percent Heads of Households	Value Assigned
80 - 100%	4
60 - 79%	3
40 - 59%	2
15 - 39%	1
0 - 14%	0

Percent increase from previous weekly income (created jobs only):

Percent Increase	Value Assigned
50 - and up	4
30 - 49%	3
10 - 29%	2
0 - 10%	1
decreased	0

Percentage of workers previously unemployed (created jobs only):

Percent Unemployed	Value Assigned
45 - 100%	4
30 - 44%	3
15 - 29%	2
5 - 14%	1
0 - 4%	0

Contribution to Employment Diversification:

Firm	Value Assigned
New type of industry in area	4
Resembles types of industry that are currently present in the area	2
Same type of industry that currently dominates the area	0

Percent of product exported outside of the area:

Exported	Value Assigned
70 - 100%	4
40 - 69%	2
0 - 39%	0

Stability of new employment:

Firm	Value Assigned
Government agency, a quasi-public, or top-rated company	4
Affiliated with a larger parent company	2
New company, not affiliated with a larger parent company	0

The numerical values of the seven areas of evaluation were totaled and divided by 7 to determine the average value.

Grade - The Structural Impact grade scale, which follows, was then used to determine the overall structural letter grade.

Structural Impact
Grade Scale

$3.8 < A \leq 4$
$3.7 < A- \leq 3.8$
$3.5 < B+ \leq 3.7$
$3.0 < B \leq 3.5$
$2.75 < B- \leq 3.0$

$2.5 < C+ \leq 2.75$
$2.0 < C \leq 2.5$
$1.75 < C- \leq 2.0$
$1 < D \leq 1.75$
$0 < F \leq 1$

5. Service Impact

Discussion

In addition to enhancing the development process and creating jobs, many public works projects improve the physical conditions and public services of the community. The purpose of the service impact criterion is to identify the extent to which the project provided a new or improved public service to low-income residents or the community at large.

Sources of Data

The public works project files, the Applicant Questionnaire, and the Community Leader Questionnaires were used to evaluate the service impact. The files provided information on the location and anticipated service impact of the project. The percentages of the service going to low-income residents and to the community at large were obtained from the applicant. The community leaders provided additional information.

Areas of Evaluation

The service impact criterion is divided into three areas of evaluation:

Low-income residents - This area describes the project's service impact upon the low-income and minority residents of the community.

Community at large - This area describes the amount of new or improved service to community residents and examines the effects of the project on pollution in the area.

Letter grade - From this information, the Service Impact grade scale was used to assign a letter grade to the project.

Service Impact Grade Scale

Grade		Description
A+	-	Significant new service to substantial number of low-income residents
A	-	Significant new service to the community at large
B+	-	Significantly improved service to substantial number of low-income residents
B	-	Significantly improved service to the community at large
C+	-	Some new or improved service to substantial number of low-income residents
C	-	Some new or improved service to the community at large
D+	-	Marginal service to low-income residents
D	-	Marginal service to the community at large

No service to residents

APPENDIX A: LIST OF PROJECTS AND IMPACT

WATER/SEWER

Appendix A

PROJECT NO.	CITY-STATE	Total Cost ('000)	EDA Cost ('000)	Process
010100032	Berlin, New Hampshire	368	185	C
010200243	Harrington, Maine	124	50	D
020100146	Ohiopyle, Pennsylvania	676	473	C+
030100004P	West Somerset, Kentucky	482	289	B
030100055P	Richlands, Virginia	186	112	C
030100068	Spruce Pine, North Carolina	200	100	B+
030100111	Washington, North Carolina	224	108	B
030100118	Columbia, North Carolina	103	52	C+
030100156	Zanesville, Ohio	88	44	B
030100158	London, Kentucky	689	138	B-
030100159P	London, Kentucky	715	358	B-
030100211	Nicholasville, Kentucky	410	205	C
030100218	Rowland, North Carolina	230	111	B
030100245	Whitesburg, Kentucky	188	188	B+
030100358	Middleport, Ohio	228	114	C
030200243	Middleport, Ohio	332	66	C
040100031C	Sumter, South Carolina	758	379	B
040100095C	Buena Vista, Georgia	178	89	B-
040100099	Alto, Georgia	104	52	A-
040100144	Sardis, Mississippi	491	491	A-
040100167	Guin, Alabama	590	590	B+
040100177	Alligator Point, Florida	175	172	B
040100193	Dayton, Tennessee	155	155	A-
040100346	Greeneville, Tennessee	141	85	B
040200168	Guin, Alabama	242	170	B+
060100104	Crosby, Minnesota	20	10	B
060100105P	Greenbush, Minnesota	508	254	C
060100115	Grand Rapids, Michigan	1,160	928	B-
060100140P	Lexington, Nebraska	166	83	F
060100144P	Peever, South Dakota	45	36	B-
060100284P	North City, Illinois	173	173	C+
060100287	Elizabethtown, Illinois	76	57	B-
060100307	Salem, Indiana	214	107	C

WATER/SEWER

PROJECT NO.	Number of Direct Jobs	Number of Indirect Jobs	Cost Per Direct Job	Cost Per Direct & Indirect Job	Structure	Service
010100032	250	150	740	463	C	B-
010200243	None	None	None	None	None	D
020100146	None	None	None	None	None	A+
030100004P	138	41	2,094	1,615	B	A
030100055P	None	None	None	None	None	C
030100068	315	95	317	244	B-	C+
030100111	1,200	480	90	64	A	A
030100118	None	None	None	None	None	B
030100156	50	35	880	518	B	B
030100158	None	None	None	None	None	B
030100159P	None	None	None	None	None	B
030100211	40	12	5,125	3,942	B-	B
030100218	4	1	27,750	22,200	D	A+
030100245	26	8	7,231	5,529	C-	B
030100358	None	None	None	None	None	B
030200243	None	None	None	None	None	B
040100031C	None	None	None	None	None	None
040100095C	35	11	2,543	1,935	B	C
040100099	750	225	69	53	B-	D+
040100144	75	23	6,546	5,010	C	B+
040100167	378	113	1,561	1,202	B	B+
040100177	15	5	11,467	8,600	D	A
040100193	241	72	643	495	B	D
040100346	None	None	None	None	None	A+
040200168	106	32	1,604	1,232	B	B+
060100104	375	113	27	20	B	B+
060100105P	24	7	10,583	8,194	D	A+
060100115	30	15	30,933	20,622	A-	None
060100140P	None	None	None	None	None	B
060100144	None	None	None	None	None	A+
060100284P	None	None	None	None	None	A+
060100287	6	2	9,500	7,125	D	B+
060100307	None	None	None	None	None	B

(CONT.)

PROJECT NO.	CITY-STATE	Total Cost ('000)	EDA Cost ('000)	Process
060100309P	Auburn, Michigan	548	274	B
060100341P	Marble Hill, Missouri	194	97	C+
060100347P	West Plains, Missouri	640	320	B-
060100353	Lexington, Missouri	200	100	C-
060100354	Higginsville, Missouri	213	213	C
060100399	Linton, Indiana	277	166	C+
060100471P	Emma, Missouri	182	180	A-
060200126P	Walthill, Nebraska	90	45	B
060200187	Peever, South Dakota	39	20	B-
060200311	Auburn, Michigan	170	34	B
070100107	Auburn, Washington	1,984	993	C+
070100206	Orofino, Idaho	143	72	B+
070100312	Sunnyvale, California	167	84	C
070100409	Evergreen, Montana	912	456	C
070200170	Orofino, Idaho	274	55	B+
080100020P	Eudora, Arkansas	455	227	B
080100037P	Trinidad, Colorado	600	300	B
080100047P	Davis, Oklahoma	418	241	B-
080100087	Roosevelt, Utah	184	92	B
080100108	DeQueen, Arkansas	808	404	B-
080100111	Sterling, Kansas	72	36	C
080100182	Melbourne, Arkansas	60	50	B-
080100237P	Independence, Louisiana	402	201	C
080100265	Monticello, Arkansas	64	32	A-
080100515P	Cokeville, Wyoming	148	74	C-
080100516P	Cokeville, Wyoming	50	25	C-
080100524	Ft. Garland, Colorado	301	241	B-
080100526	Fountain Greene, Utah	96	58	B+
080100536	Ladonia, Texas	60	30	C+
080100563	Altus, Arkansas	89	71	B+
080100582	Navasota, Texas	142	85	B+
080100625	Pioche, Nevada	154	154	C
080100729	Weslaco, Texas	110	44	A
080200075C	Monticello, Arkansas	218	44	A-

(CONT.)

PROJECT NO.	Number of Direct Jobs	Number of Indirect Jobs	Cost Per Direct Job	Cost Per Direct & Indirect Job	Struc-ture	Ser-vice
060100309P	27	8	10,148	7,829	D	A
060100341P	None	None	None	None	None	A+
060100347P	905	362	354	253	B	B+
060100353	None	None	None	None	None	D
060100354	16	5	13,313	10,143	C-	B
060100399	27	11	6,148	4,368	C-	B
060100471P	5	2	36,000	25,714	D	B+
060200126P	94	28	479	369	B-	A
060200187	None	None	None	None	None	A+
060200311	3	1	11,333	8,500	D	A
070100107	None	None	None	None	None	D
070100206	10	3	7,200	5,538	C	A
070100312	None	None	None	None	None	None
070100409	None	None	None	None	None	B
070200170	6	2	9,167	6,875	C	A
080100020P	None	None	None	None	None	B+
080100037P	None	None	None	None	None	B+
080100047P	235	71	1,026	788	B+	B+
080100087	16	5	5,750	4,381	C	A-
080100108	435	131	929	714	None	C+
080100111	None	None	None	None	None	B
080100182	2	1	25,000	16,667	D	B
080100237P	None	None	None	None	None	B+
080100265	76	23	421	323	C+	C
080100515P	None	None	None	None	None	C
080100516P	None	None	None	None	None	C
080100524	None	None	None	None	None	A+
080100526	None	None	None	None	None	B
080100536	14	4	2,143	1,667	D	A+
080100563	29	9	2,448	1,868	D	A+
080100582	109	33	780	599	C+	B
080100625	None	None	None	None	None	A
080100729	None	None	None	None	None	C+

PROJECT NO.	CITY-STATE	Total Cost ('000)	EDA Cost ('000)	Process
080200245	Eudora, Arkansas	40	7	B
080200289	Roosevelt, Utah	112	22	B
080200408	Ladonia, Texas	51	10	C+
080200517	Cokeville, Wyoming	62	12	C-

(CONT.)

PROJECT NO.	Number of Direct Jobs	Number of Indirect Jobs	Cost Per Direct Job	Cost Per Direct & Indirect Job	Structure	Service
080200075C	104	31	423	326	C+	C
080200245	None	None	None	None	None	B+
080200289	4	1	5,500	4,400	C	A-
080200408	4	1	2,500	2,000	D	A+
080200517	None	None	None	None	None	C

INDUSTRIAL/COMMERCIAL

PROJECT NO.	CITY-STATE	Total Cost ('000)	EDA Cost ('000)	Process
010100075	Calais, Maine	114	91	C+
010100209	Lyons, New York	110	55	B-
020100029P	Newell, Pennsylvania	1,231	941	B
020100085	Darlington Township, Pa.	112	54	C
020100172	North Union Township, Pa.	148	104	B-
030100077	Middlesboro, Kentucky	84	61	C+
030100093	Middlesboro, Kentucky	111	68	C+
030100094	Sparta, North Carolina	246	123	A-
030100116P	Logan, Ohio	77	38	C+
030100120	Paintsville, Kentucky	588	425	B
030100288	Middlesboro, Kentucky	880	704	C+
030100311	Paintsville, Kentucky	348	348	B
040100055P	Washington, Georgia	564	282	C+
040100109P	Monticello, Georgia	73	44	B+
040100162	Monticello, Georgia	312	187	B+
040100184	Gloster, Mississippi	177	89	B
040100209	Greeneville, Tennessee	201	121	B
040100214	Greeneville, Tennessee	1,268	761	B
040100257	Dillon, South Carolina	115	58	B+
040100318	Clarksdale, Mississippi	98	49	B-
040100336	Canton, Mississippi	133	67	C+
040100374	Greenville, Mississippi	57	29	B
040200337	Canton, Mississippi	124	21	C+
040200375	Greenville, Mississippi	64	13	B
060100138	Lower Brule, South Dakota	24	19	B

PROJECT NO.	Number of Direct Jobs	Number of Indirect Jobs	Cost Per Direct Job	Cost Per Direct & Indirect Job	Structure	Service
010100075	40	12	2,275	1,750	C+	None
010100209	200	60	275	212	B	None
020100029P	None	None	None	None	None	D
020100085	34	20	1,588	1,000	B-	None
020100172	229	115	454	302	B+	None
030100077	None	None	None	None	None	C
030100093	None	None	None	None	None	C
030100094	68	20	1,809	1,398	C	C+
030100116P	185	74	205	147	B	None
030100120	98	29	4,337	3,346	B	C
030100288	None	None	None	None	None	C
030100311	81	24	4,296	3,314	B	C
040100055P	550	165	513	394	B	B+
040100109P	12	4	3,667	2,750	B	B
040100162	53	16	3,528	2,710	B	B
040100184	350	105	254	196	A-	None
040100209	None	None	None	None	None	None
040100214	None	None	None	None	None	None
040100257	100	40	580	414	B	C
040100318	81	49	605	377	C+	None
040100336	None	None	None	None	None	D
040100374	226	158	128	76	B	D
040100337	None	None	None	None	None	D
040200375	102	71	127	75	B	D
060100138	15	5	1,267	950	B	C

PROJECT NO.	CITY-STATE	Total Cost ('000)	EDA Cost ('000)	Process
060100139	Ft. Thompson, South Dakota	73	58	C+
060100173	Little Falls, Minnesota	115	58	A-
060100306	Scottsburg, Indiana	970	485	C+
060100580	St. Francis, South Dakota	90	90	C
060100640	Green Bay, Wisconsin	380	352	C
070100057	Hood River, Oregon	476	238	C
070100090	Tacoma, Washington	181	91	B
070100132	St. Helens, Oregon	144	72	C+
070100508	Harlem, Montana	538	538	B-
070200509	Harlem, Montana	100	70	B-
080100145	Poteau, Oklahoma	198	158	B
080100258	Waurika, Oklahoma	372	186	B
080100279	Chandler, Arizona	860	860	B
080100281	Coolidge, Arizona	554	554	B
080100282	Dock, Arizona	525	525	B
080100292	Baxter Springs, Kansas	27	27	B
080100548	Zuni, New Mexico	191	191	B+
080100565	Parker, Arizona	336	336	B
080200072P	Russellville, Arkansas	200	40	B
080200112	Waurika, Oklahoma	99	20	B
080200564	Zuni, New Mexico	79	55	B+
080200573	Parker, Arizona	69	48	B

(CONT.)

PROJECT NO.	Number of Direct Jobs	Number of Indirect Jobs	Cost Per Direct Job	Cost Per Direct & Indirect Job	Structure	Service
060100139	None	None	None	None	None	None
060100173	300	120	193	138	B	C+
060100306	None	None	None	None	None	C
060100580	None	None	None	None	None	None
060100640	None	None	None	None	None	None
070100057	15	5	15,867	11,900	C+	None
070100090	50	40	1,820	1,011	A	D
070100132	14	6	5,142	3,600	C	None
070100508	None	None	None	None	None	None
070200509	None	None	None	None	None	None
080100145	None	None	None	None	None	D
080100258	79	24	2,354	1,806	B	B+
080100279	9	4	95,555	66,154	B	D
080100281	195	78	2,841	2,029	B	None
080100282	None	None	None	None	None	None
080100292	43	13	628	482	A-	None
080100548	78	31	2,449	1,752	B+	None
080100565	97	29	3,464	2,667	B	None
080200072P	265	132	151	101	B-	None
080200112	9	3	2,222	1,667	B	B+
080200564	22	9	2,500	1,774	B+	None
080200573	14	4	3,429	2,667	B	None

PROJECT NO.	CITY-STATE	Total Cost ('000)	EDA Cost ('000)	Process
EDUCATIONAL FACILITIES				
060100315	Houghton, Michigan	446	223	B
070100152	Astoria, Oregon	118	59	None
080100542	Rio Grande City, Texas	12	10	A
PUBLIC BUILDINGS				
060100134	Belcourt, North Dakota	425	425	B
080100212	Ash Flat, Arkansas	163	98	B+
TOURISM				
030100219	Monroe Township, Ohio	489	245	B-
040100126	Myrtle Beach, South Carolina	1,088	544	B

(CONT.)

PROJECT NO.	Number of Direct Jobs	Number of Indirect Jobs	Cost Per Direct Job	Cost Per Direct & Indirect Job	Structure	Service
EDUCATIONAL FACILITIES						
060100315	11	3	20,272	15,929	None	None
070100152	5	3	11,800	7,375	None	None
080100542	104	42	96	68	D	C
PUBLIC BUILDINGS						
060100134	62	19	6,855	5,247	None	A+
080100212	12	5	8,167	5,765	None	B+
TOURISM						
030100219	None	None	None	None	None	D
040100126	7	3	77,714	54,400	C	D

APPENDIX B: SUMMARY TABLES BY AREA OFFICE

Appendix B: SUMMARY TABLES BY AREA OFFICE

All Projects

AREA OFFICE	NO. OF PROJECTS	AVERAGE EDA INVESTMENT	MEDIAN PROCESS GRADE	AVERAGE NUMBER OF JOBS	EDA AV. COST PER DIRECT JOB	MEDIAN STRUCTURAL GRADE	MEDIAN SERVICE GRADE	TOTAL EDA INVESTMENT (000)
North Eastern 1	4	$95,250	C+	123	$889	C	D/none	$381
Mid Atlantic 2	4	$393,000	B-	66	$5,977	B	D/none	$1,572
Mid Eastern 3	21	$185,571	B-	105	$1,767	B	B	$3,897
South Eastern 4	22	$202,182	B	140	$1,443	B	D+	$4,448
North Central 6	26	$184,885	B-	73	$2,530	C	B+	$4,807
Western 7	11	$248,000	B-	9	$27,280	C	none	$2,728
South Western 8	37	$150,486	B	53	$2,848	C+	B	$5,568
National	125	$187,208	B-	80	$2,341	C+	C+	$23,401

Appendix B: SUMMARY TABLES BY AREA OFFICE

Water/Sewer

AREA OFFICE	NO. OF PROJECTS	AVERAGE EDA INVEST-MENT (000)	MEDIAN PROCESS GRADE	AVERAGE NUMBER OF JOBS	EDA AV. COST PER DIRECT JOB	MEDIAN STRUCTURAL GRADE	MEDIAN SERVICE GRADE	TOTAL EDA INVEST-MENT (000)
North Eastern 1	2	$118	C/D	125	$940	C/none	B-/D	$235
Mid Atlantic 2	1	$473	C+	none	none	none	A+	$473
Mid Eastern 3	13	$145	B-	136	$1,063	B-	B	$1,885
South Eastern 4	9	$242	B+	177	$1,364	B	B+	$3,097
North Central 6	18	$172	B-	84	$2,048	C-	B+	$3,097
Western 7	5	$332	C+	3	$103,750	C	B	$1,660
South Western 8	23	$106	B-	44	$2,392	C	B+	$2,460
National	71	$168,915	B	87	$1,941	C	B+	$11,993

Appendix B: SUMMARY TABLES BY AREA OFFICE

Industrial/Commercial

AREA OFFICE	NO. OF PROJECTS	AVERAGE EDA INVEST-MENT (000)	MEDIAN PROCESS GRADE	AVERAGE NUMBER OF JOBS	EDA AV. COST PER DIRECT JOB	MEDIAN STRUCTURAL GRADE	MEDIAN SERVICE GRADE	TOTAL EDA INVEST-MENT (000)
North Eastern 1	2	$100	B-/C+	120	$837	B/C+	none	$146
Mid Atlantic 2	3	$366	B-	87	$4,178	B+/B-	none	$1,099
Mid Eastern 3	7	$252	C+	61	$4,090	B	C	$1,767
South Eastern 4	12	$143	B	122	$1,167	B	D	$1,721
North Central 6	6	$177	C+	52	$3,371	B	C	$1,062
Western 7	5	$201	B-	15	$12,772	C	none	$1,009
South Western 8	12	$250	B	67	$3,699	B	none	$3,000
National	47	$208,595	C+	77	$2,713	B	none	$9,804

Appendix B: SUMMARY TABLES BY AREA OFFICE

Other

AREA OFFICE	NO. OF PROJECTS	AVERAGE EDA INVEST-MENT (000)	MEDIAN PROCESS GRADE	AVERAGE NUMBER OF JOBS	EDA AV. COST PER DIRECT JOB	MEDIAN STRUCTURAL GRADE	MEDIAN SERVICE GRADE	TOTAL EDA INVEST-MENT (000)
North Eastern 1	--	--	--	--	--	--	--	--
Mid Atlantic 2	--	--	--	--	--	--	--	--
Mid Eastern 3	1	$245	B-	0	0	none	D	$245
South Eastern 4	1	$544	B	7	$77,714	C	D	$544
North Central 6	2	$324	B	37	$8,8766	none	A+/none	$648
Western 7	1	$59	none	5	$11,800	Not Appl.	none	$59
South Western 8	2	$54	A/B+	58	$931	D/none	B+/C	$108
National	47	$229,142	B+	29	$7,980	C/D	D	$1,604

APPENDIX C: FORMS, LETTERS, AND QUESTIONNAIRES

PROJECT BACKGROUND FORMAT

Project Type:
Project Number:
Applicant: Location:
Project Financing: Total:$ EDA Grant:$ EDA Loan:$
Date of Application: Date Approved:
Date Completed:
Related Projects:

Town or city where EDA project is located and its population:

(town or city) (state) (1960 population)

County where EDA project is located and its population:

(county) 1960 population

Reason for county designation and current status:

Description of Town (city) and County (geographical, industrial mix):

Background of Project Application: (applicant description, need for project)

Description of Project: (location, physical description)

Anticipated Impact of Project: (service, job, and process)

U.S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION
WASHINGTON, D.C. 20230

During the next four months, the Program Analysis Division of the EDA, together with EBS Management Consultants, Inc., will be conducting evaluations of 285 Public Works Projects. EBS Management will evaluate 125 projects using field interviews; the Program Analysis Division will evaluate 160 additional Public Works Projects using mail/telephone interviews.

In order for the Program Analysis Division to measure the impact of each project upon the economic development of the community, it is necessary to obtain the names of six community leaders from each of the project areas. We are asking your assistance with these evaluations. Enclosed is a form for each project which is being evaluated in your state. Please complete the form and return it to the Program Analysis Division as soon as possible.

Thank you for your cooperation.

Sincerely,

Raymond H. Milkman

Raymond H. Milkman
Program Analysis Division
Room 428, Page I Building
2001 Wisconsin Ave., N.W.
Washington, D. C. 20235

Enclosure

(EDR Name Form)

Project Number:
Name of Applicant:

Name	Organization	Address	Phone
a. The Representative of the Applicant:			
b. A Representative of the Local Development Corporation:			
c. A Representative of Local Government:			
d. A Representative of a Lending Institution:			
e. A Representative of the Poor or Minority Group:			
f. A Representative of the News Media:			

THE ASSISTANT SECRETARY OF COMMERCE
Washington, D.C. 20230

The Economic Development Administration, Department of Commerce, is conducting a survey of its Public Works Projects. The results of the study will be used to obtain an overall picture of the impact of EDA Public Works Projects upon the economic development of local communities. Attached is a description of the EDA Project which is now being evaluated. In order to assess EDA's impact, it is important that we receive information about this project as it exists today.

As the project applicant, you are being asked to participate in the survey by completing the enclosed Applicant Questionnaire. Please return the questionnaire at your earliest convenience, preferably within a week or so.

Thank you for your cooperation. By participating in this effort, you will be assisting us in evaluating the Public Works Projects of the Economic Development Administration.

Sincerely,

Robert a. Podesta

Robert A. Podesta
Assistant Secretary
for Economic Development

Attachments

Form ED 400C-1

U. S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

BOB Approval
No. 41-S69096

APPLICANT QUESTIONNAIRE (Educational Facilities)

NAME: ____________________ ADDRESS: ______________________________

1. A description of the EDA project from the original application appears in the introductory letter. Briefly describe the functions that the project is actually fulfilling in the community today.

____
____
____
____
____
____

2. How many individuals are trained each year? ______________

3. Give the percentage of the total service for each of the groups of local residents listed below:

Group (by family income)	Percent of Total Service
Under $3,500/year	
Over $3,500/year	

4. How many individuals are employed at the educational facility?

professional staff ____________
non-professional staff ____________

5. Please include any other information which you think is relevant to the evaluation of the project.

____
____
____
____
____
____
____

Form ED 400C-2

U. S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

BOB Approval
No. 41-S69096

APPLICANT QUESTIONNAIRE (Health Facilities)

NAME: ____________________ ADDRESS: ____________________

1. A description of the EDA project from the original application appears in the introductory letter. Briefly describe the functions that the project is actually fulfilling in the community today.

2. How many patients does the health facility serve each week? __________

3. Give the percentage of the total service for each of the groups of local residents listed below:

Group (by family income)	Percent of Total Service
Under $3,500/year	
Over $3,500/year	

4. How many individuals are employed at the health facility?

professional staff __________
non-professional staff __________

5. Please include any other information which you think is relevant to the evaluation of the project.

Form ED 400C-3

U. S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

BOB Approval
No. 41-S69096

APPLICANT QUESTIONNAIRE (Industrial/Commercial)

NAME: ____________________ ADDRESS: ____________________________

1. A description of the EDA project from the original application appears in the introductory letter. Briefly describe the functions that the project is currently fulfilling in the community today.

2. How large is the industrial area? ______________acres

3. a. List the major firms which are located in the industrial area. How many acres does each firm occupy?

Name	Number of Acres Occupied

b. List any other firms which directly benefit from the facilities of the industrial area. In what ways has each firm benefited? Quantify if possible (i.e. gallons/day). The firm's use of each facility is what percentage of the total EDA service?

Name of Firm	Type of Benefit	Quantity	Percent of Total

APPLICANT QUESTIONNAIRE (page 2 - Industrial/Commercial)

c. In what ways of the following groups of local residents benefited from the project. Quantify if possible (i.e. gallons/day). Their use of each facility is what percentage of the total EDA service?

Group	Type of Benefit	Quantity	Percent of Total
Under $3,500/year			
Over $3,500/year			

4. Please list the names and addresses of any firms in which jobs were retained, increased, or may be increased as a result of the EDA project.

Name	Address

5. Please include any other information which you think is relevant to the evaluation of the project.

Form ED 400 G-4

U. S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

BOB Approval
No. 41-S69096

APPLICANT QUESTIONNAIRE (Public Buildings)

Name: ____________ ADDRESS: ____________

1. A description of the EDA project from the original application appears in the introductory letter. Briefly describe the functions that the project is actually fulfilling in the community today.

2. How many visitors use the building each week? ____________

3. How many individuals are employed in the building (maintenance, management, etc.)? ____________

4. If any jobs were saved or created as a result of the building, fill in the following information:

	No. of jobs	Aver. annual salary/wage	Length of working yr.	% full-time employees
saved:				
created:				

5. Please list the names and addresses of all firms which you think have benefited in any way from the EDA project.

Name	Address

6. Please include any other information which you think is relevant to the evaluation of the project.

Form ED 400C-5

U. S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

BOB Approval
No. 41-S69096

APPLICANT QUESTIONNAIRE (Streets and Roads)

NAME: ____________________ ADDRESS: ______________________________

1. A description of the EDA project from the original application appears in the introductory letter. Briefly describe the functions that the project is actually fulfilling in the community today.

2. How long is the street which EDA improved or built? __________ miles

3. What is the total volume of traffic per week on this street? __________
What has been the increase in the total volume of traffic since the completion of the EDA project? __________

4. Has the EDA project alleviated parking and/or traffic congestion problems?
☐ a. No
☐ b. Yes ......In what way? __________

5. Please give the names and addresses of any firms in which jobs were retained, increased, or may be increased as a result of the EDA project.

Name	Address

6. List any other firms which benefited from the street.

7. Please include any other information which you think is relevant to the evaluation of the project.

Form ED 400C-6

U. S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

BOB Approval
No. 41-S69096

APPLICANT QUESTIONNAIRE (Tourism)

NAME: ______________________ ADDRESS: ____________________________________

1. A description of the EDA project from the original application appears in the introductory letter. Briefly describe the functions that the project is fulfilling in the community today.

2. In an average week during the tourist season, how many additional tourists have visited the area as a result of the EDA project ? ____________
How long is the tourist season? ___________ months

3. What is the total expenditures of the additional tourists in the area each week? $____________________

4. List the businesses which benefited from the EDA project.

5. Please list the names and addresses of any businesses in which jobs were retained, increased, or may be increased as a result of the EDA project.

Name	Address

6. Please include any other information which you think is relevant to the evaluation of the project.

Form ED 400C-7

BOB Approval
No. 41-S69096

U. S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

APPLICANT QUESTIONNAIRE (Water and Sewer)

NAME: ______________________ ADDRESS: ______________________

1. A description of the EDA project from the original application appears in the introductory letter. Briefly describe the functions that the project is currently fulfilling in the community today.

____
____
____
____
____
____

2. What is the total quantity of service of the project?
__________ gallons per day

3. a. List the major groups or firms who are being served by the project. What percentage of the total quantity of the service does each use?

Name	Percent of Total Quantity

b. Give the percentage of the total quantity of service for each of the groups of local residents listed below:

Group (by family income)	Percent of Total Quantity
Under $3,500/year	
Over $3,500/year	

c. Give the percentage of the total quantity of service to the local residents for each of the groups listed below:

Group	Percent of Total Quantity
Negro	
White	
Spanish-American	
Indian	

APPLICANT QUESTIONNAIRE (page 2 - Water and Sewer)

4. Please give the names and addresses of any firms in which jobs were retained, increased, or may be increased as a result of the EDA project.

Name	Address

5. Please include any other information which you think is relevant to the evaluation of the project.

6. Has the project had any effect, adverse or favorable, on water pollution in the area?

No ____

Yes ___ In what way? ____________________

THE ASSISTANT SECRETARY OF COMMERCE
Washington, D.C. 20230

The Economic Development Administration, Department of Commerce, is conducting a survey of its Public Works Projects. The results of the study will be used to obtain an overall picture of the impact of EDA Public Works Projects upon the economic development of local communities. Attached is a description of the EDA Project which is now being evaluated. In order to assess EDA's impact, it is necessary that we receive information about this project as it exists today.

To complete the survey, it is important that we receive information about the community's economic development. As a leader of one of these communities, you are being asked to complete the enclosed Community Leader Questionnaire. Please return the questionnaire at your earliest convenience, preferably within a week or so.

Thank you for your cooperation. By participating in this effort, you will be assisting us in evaluating the Public Works Projects of the Economic Development Administration.

Sincerely,

Robert a. Podesta

Robert A. Podesta
Assistant Secretary
for Economic Development

Attachments

FORM **ED-400A-1**
(1-70)

U.S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

Form Approved
Budget Bureau No. 41-S70007

COMMUNITY LEADER QUESTIONNAIRE

(Representative of the Local Development Corporation)

NAME: ______________________ ADDRESS: ______________________________________

1. To your knowledge, in what way is the EDA project currently being used ?

2. To what degree has the EDA project influenced the economic development of the area ?

☐ a. The EDA project has not influenced the economic development.
☐ b. The EDA project has had little influence on the economic development.
☐ c. The EDA project has been a factor in the economic development.
☐ d. The EDA project has been a significant factor in the econ. development.
☐ e. The EDA project has been the major reason for economic development.

3. In what ways has the EDA project benefited the residents of the area ?

4. Between the application date of the EDA project and the present, the local government's attitude toward the community's economic development has ...

☐ a. Become less favorable
☐ b. Remained the same
☐ c. Become somewhat more favorable
☐ d. Become much more favorable
☐ e. Do not know

5. Between the application date of the EDA project and the present, local planning for the physical development of the area has ...

☐ a. Become less extensive
☐ b. Remained the same
☐ c. Become somewhat more extensive
☐ d. Become much more extensive
☐ e. Did not and does not exist
☐ f. Do not know

6. Between the application date of the EDA project and the present, the lending institutions have ...

☐ a. Become less active in development financing
☐ b. Remained the same
☐ c. Become somewhat more active in development financing
☐ d. Become much more active in development financing
☐ e. Do not know

7. Between the application date of the EDA project and the present, the OEDP group (the group which is responsible for preparing and carrying out the Overall Economic Development Program of the area) has ...

☐ a. Decreased its activity
☐ b. Remained the same
☐ c. Become somewhat more active
☐ d. Become much more active
☐ e. Did not and does not exist
☐ f. Do not know

8. Between the application date of the EDA project and the present, the local development organization for economic and/or industrial development has ...

☐ a. Decreased its activity
☐ b. Remained the same
☐ c. Become somewhat more active
☐ d. Become much more active
☐ e. Do not know

9. Between the application date of the EDA project and the present, the number of other State and Federal programs in the community (Community Action, Housing, Urban Renewal, etc.) has ...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Do not know

10. Between the application date of the EDA project and the present, the area's participation in the district program (Council of Government, Economic Development District, a rural development district, etc.) has ...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Did not and does not exist
☐ f. Do not know

FORM **ED-400A-2**
(1-70)

U.S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

Form Approved
Budget Bureau No. 41-S70007

COMMUNITY LEADER QUESTIONNAIRE
(Representative of Local Government)

NAME: ______________________ ADDRESS: ______________________________________

1. To your knowledge, in what way is the EDA project currently being used ?

____
____
____
____

2. To what degree has the EDA project influenced the economic development of the area ?

☐ a. The EDA project has not influenced the economic development.
☐ b. The EDA project has had little influence on the economic development.
☐ c. The EDA project has been a factor in the economic development.
☐ d. The EDA project has been a significant factor in the econ. development.
☐ e. The EDA project has been the major reason for economic development.

3. In what ways has the EDA project benefited the residents of the area ?

____
____
____
____

4. Between the application date of the EDA project and the present, local planning for the physical development of the area has ...

☐ a. Become less extensive
☐ b. Remained the same
☐ c. Become somewhat more extensive
☐ d. Become much more extensive
☐ e. Did not and does not exist
☐ f. Do not know

5. Between the application date of the EDA project and the present, the public facilities (i.e. schools, hospitals, sewers, police and fire protection, recreation) in the area have ...

☐ a. Deteriorated
☐ b. Remained the same
☐ c. Been somewhat improved
☐ d. Been greatly improved
☐ e. Do not know

6. Between the application date of the EDA project and the present, the willingness of the local citizens to finance (by bond issues, revenues, taxes) local improvements has ...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Do not know

(over)

7. Between the application date of the EDA project and the present, the support of community development efforts by community groups (i.e. labor, church groups, business organizations, service clubs) has ...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Do not know

8. Between the application date of the EDA project and the present, the number of other State and Federal programs in the community (Community Action, Housing, Urban Renewal, etc.) has ...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Do not know

9. Between the application date of the EDA project and the present, the area's participation in the district program (Council of Government, Economic Development District, a rural development district, etc.) has ...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Did not and does not exist
☐ f. Do not know

FORM ED-400A-3
(1-70)

U.S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

Form Approved
Budget Bureau No. 41-S70007

COMMUNITY LEADER QUESTIONNAIRE
(Representative of a Lending Institution)

NAME : ______________________ ADDRESS : ______________________________________

1. To your knowledge, in what way is the EDA project currently being used ?

____

____

____

____

2. To what degree has the EDA project influenced the economic development of the area ?

☐ a. The EDA project has not influenced the economic development.
☐ b. The EDA project has had little influence on the economic development.
☐ c. The EDA project has been a factor in the economic development.
☐ d. The EDA project has been a significant factor in the econ. development.
☐ e. The EDA project has been the major reason for economic development.

3. In what ways has the EDA project benefited the residents of the area ?

____

____

____

____

4. Between the application date of the EDA project and the present, the local government's attitude toward the community's economic development has ...

☐ a. Become less favorable
☐ b. Remained the same
☐ c. Become somewhat more favorable
☐ d. Become much more favorable

5. Between the application date of the EDA project and the present, the lending institutions have ...

☐ a. Become less active in development financing
☐ b. Remained the same
☐ c. Become somewhat more active in development financing
☐ d. Become much more active in development financing
☐ e. Do not know

6. Between the application date of the EDA project and the present, the local development organization for economic and/or industrial development has ...

☐ a. Decreased its activity
☐ b. Remained the same
☐ c. Become somewhat more active
☐ d. Become much more active
☐ e. Do not know

(over)

7. Between the application date of the EDA project and the present, the support of community development efforts by community groups (i.e. labor, church groups, business organizations, service clubs, etc.) has ...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Do not know

8. Between the application date of the EDA project and the present, the number of other State and Federal programs in the community (Community Action, Housing, Urban Renewal, etc.) has ...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Do not know

FORM **ED-400A-4**
(1-70)

U.S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

Form Approved
Budget Bureau No. 41-S70007

COMMUNITY LEADER QUESTIONNAIRE
(Representative of the Poor or Minority Group)

NAME:______________________ADDRESS:__________________________________

1. To your knowledge, in what way is the EDA project currently being used?

____

____

____

____

2. To what degree has the EDA project influenced the economic development of the area?

☐ a. The EDA project has not influenced the economic development.
☐ b. The EDA project has had little influence on the economic development.
☐ c. The EDA project has been a factor in the economic development.
☐ d. The EDA project has been a significant factor in the econ. development.
☐ e. The EDA project has been the major reason for economic development.

3. In what way has the EDA project benefited the residents of the area?

____

____

____

____

4. Between the application date of the EDA project and the present, the local government's attitude toward the community's economic development has...

☐ a. Become less favorable
☐ b. Remained the same
☐ c. Become somewhat more favorable
☐ d. Do not know

5. Between the application date of the EDA project and the present, the OEDP group (the group which is responsible for preparing and carrying out the Overall Economic Development Program of the area) has...

☐ a. Decreased ts activity
☐ b. Remained the same
☐ c. Become somewhat more active
☐ d. Become much more active
☐ e. Did not and does not exist
☐ f. Do not know

6. Between the application date of the EDA project and the present, the public facilities (i.e. schools, hospitals, sewers, police and fire protection, recreation) in the area have...

☐ a. Deteriorated
☐ b. Remained the same
☐ c. Been somewhat improved
☐ d. Been greatly improved
☐ e. Do not know

(over)

7. Between the application date of the EDA project and the present, the willingness of the local citizens to finance (by bond issues, revenues, taxes) local improvements has...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Do not know

8. Between the application date of the EDA project and the present, the support of community development efforts by community groups (i.e. labor, church groups, business organizations, service clubs) has...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Decreased
☐ e. Do not know

9. Between the application date of the EDA project and the present, the number of other State and Federal programs in the community (Community Action, Housing, Urban Renewal, etc.) has...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Do not know

10. Between the application date of the EDA project and the present, the local leadership's concern for the poor and minority groups has...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Do not know

FORM ED-400A-5
(1-70)

U.S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

Form Approved
Budget Bureau No. 41-S70007

COMMUNITY LEADER QUESTIONNAIRE

(Representative of the News Media)

NAME:________________________ ADDRESS:______________________________

1. To your knowledge, in what way is the EDA project currently being used?

2. To what degree has the EDA project influenced the economic development of the area?

☐ a. The EDA project has not influenced the economic development.
☐ b. The EDA project has had little influence on the economic development.
☐ c. The EDA project has been a factor in the economic development.
☐ d. The EDA project has been a significant factor in the econ. development.
☐ e. The EDA project has been the major reason for economic development.

3. In what ways has the EDA project benefited the residents of the area?

4. Between the application date of the EDA project and the present, the local government's attitude toward the community's economic development has...

☐ a. Become less favorable
☐ b. Remained the same
☐ c. Become somewhat more favorable
☐ d. Become much more favorable
☐ e. Do not know

5. Between the application date of the EDA project and the present, local planning for the physical development of the area has...

☐ a. Become less extensive
☐ b. Remained the same
☐ c. Become somewhat more extensive
☐ d. Become much more extensive
☐ e. Did not and does not exist
☐ f. Do not know

6. Between the application date of the EDA project and the present, the public facilities (i.e. schools, hospitals, sewers, police and fire protection, recreation) in the area have...

☐ a. Deteriorated
☐ b. Remained the same
☐ c. Been somewhat improved
☐ d. Been greatly improved
☐ e. Do not know

(over)

7. Between the application date of the EDA project and the present, the willingness of the local citizens to finance (by bond issues, revenues, taxes) local improvements has...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Do not know

8. Between the application date of the EDA project and the present, the local development organization for economic and/or industrial development has...

☐ a. Decreased its activity
☐ b. Remained the same
☐ c. Become somewhat more active
☐ d. Become much more active
☐ e. Do not know

9. Between the application date of the EDA project and the present, the support of community development efforts by community groups (i.e. labor, church groups, business organizations, service clubs,etc.) has...

☐ a. Decreased
☐ b. Remained the same
☐ c. Increased somewhat
☐ d. Increased greatly
☐ e. Do not know

THE ASSISTANT SECRETARY OF COMMERCE
Washington, D.C. 20230

The Economic Development Administration, Department of Commerce, is conducting a survey of its Public Works Projects. The results of the study will be used to obtain an overall picture of the impact of EDA Public Works Projects upon the economic development of local communities. Attached is a description of the EDA Project which is now being evaluated. In order to assess EDA's impact, it is necessary that we receive information about this project as it exists today.

To complete the survey, it is important that we receive information about the firms and their employees in the project area. As an employer of one of these firms, you are being asked to complete the enclosed Employer Questionnaire. Please return this questionnaire at your earliest convenience, preferably within a week or so.

Thank you for your cooperation. By participating in this effort, you will be assisting us in evaluating the Public Works Projects of the Economic Development Administration.

Sincerely,

Robert a. Podesta

Robert A. Podesta
Assistant Secretary
for Economic Development

Attachments

FORM APPROVED:
BUDGET BUREAU NO. 41-S69096

FORM ED-400-B
(1-70)

U. S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

EMPLOYER QUESTIONNAIRE

NAME: ______________________ ADDRESS: ______________________________

1. Was the EDA project responsible for your firm moving to, remaining or expanding in this area?

☐a. No
☐b. Yes ....In what way? ______________________________

____
____
____
____

2. What other factors were responsible for your company moving to, remaining or expanding in this area? ______________________________

____
____
____
____

3. What is the total capital investment (land, building, machines, etc.) of your firm at this location? $____________________

4. If your firm has expanded as a result of the EDA project, what was the increase in capital investment? $____________________

5. Do you know of any other firms (i.e. major suppliers) who plan to move here or expand their employment because of the location or expansion of your firm?

☐a. No
☐b. Yes ....What are their names and addresses?

____
____
____
____

6. What percent of your final output is exported outside of a 15-mile radius?

☐a. 0-39%
☐b. 40-69%
☐c. 70-100%

7. What specific goods does your firm produce at this location?

____
____
____
____
____

OVER

8. EMPLOYEE INFORMATION

a. How many individuals are now employed by your firm at this location?________

b. If the EDA project enabled you to save any jobs, please fill in the following information:

No. of jobs saved:_________

Average weekly wage/salary:_______

Length of working year:________

% male employees:________

% full-time employees:________

% graduated from high school:_______

% living in county where firm is located:__________

% heads of household:____________

c. If the EDA project enabled you to create any jobs, please fill in the following information:

No. of jobs created:_________

Average weekly wage/salary:________

Length of working year:________

% male employees:__________

% full-time employees:________

% graduated from high school:_______

% living in county where firm is located:_________

% heads of household:________

Previous average weekly income:______

% previously unemployed:________

d. Within the next two years, how many new jobs will be created at this location?___________________________

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